

**MEMORANDUM**

**DATE:** January 11, 2024

**TO:** Randy Scott, HSB President, and Members of the Health Service Board

**FROM:** Abbie Yant, RN, MA Executive Director SFHSS

**RE:** January 11, 2024, Director's Report

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**BLACKOUT PERIOD NOTICE NOVEMBER 9, 2023, THROUGH JUNE 2024 (see attachment)**

Black-Out Period notification to the Health Service Board ("Board") that began on November 9, 2023, and extends through both:

- the completion of the San Francisco Health Service System ("SFHSS") formal request for proposal for a Medicare Advantage PPO plan for the 2025 plan year ("2025 MA PPO RFP") and the presentation of the results of the 2025 MA PPO RFP to the Health Service Board, and
- the completion of the SFHSS Annual Rates and Benefits process for the 2025 plan year.

**HEALTH SERVICE BOARD 2024 ELECTION**

A Health Service Board election for two member seats will take place during May 2024. The official election practices begin January 12, 2024, when the nomination forms are available for all SFHSS members to pick up from our offices or download from our website. Completed nomination forms are due back to the SFHSS offices no later than February 16, 2024, by 5 pm. SFHSS staff will verify the signatures and notify the Registrar of Voters of the names of the confirmed nominees. The registrar then conducts the election; ballots are mailed, received, and counted. The winner of the election will be contacted directly, sworn in, and seated for the June Health Service Board Meeting. We look forward to partnering with the Registrar of Voters to conduct this election over the coming months.

**UNITED HEALTHCARE AND UCSF MEDICAL GROUP SITUATION**

At this writing, we are aware that both parties are negotiating. We are hearing of positive progress and understand that a final resolution is expected soon.

**MEDICARE RFP UPDATE**

On Tuesday, December 12, 2023, SFHSS released the Medicare Plan (MAPD PPO) Request for Proposal (RFP) for the 2025 plan year [SFHSS RFP webpage](#). On Friday, December 15, 2023, SFHSS held a virtual pre-proposal conference call with 27 non-HSS/non-Aon attendees. Following the call, SFHSS received responses from five (5) prospective respondents and executed mutual confidentiality and non-disclosure agreements (MCAs) with each prospective respondent. Following the execution of each MCA, SFHSS, through our partners at Aon and their secure electronic platform, provided each prospective respondent with access to the RFP questionnaires (financial and non-financial) and relevant SFHSS population census data. This month, SFHSS will post written responses to questions received regarding the non-financial

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questionnaire in advance of the deadline for submitting the non-financial questionnaires by Friday, February 9, 2024, at 12:00 PM (PST).”

## **RACIAL EQUITY, DIVERSITY & CULTURAL HERITAGE CELEBRATIONS**

Conversations about cultural representation, identity, and diversity in our nation’s history and today are being commemorated in upcoming heritage events hosted by our City partners. The San Francisco Human Rights Commission is partnering with the Northern California MLK Community Foundation to sponsor the third annual [Martin Luther King Day Celebration](#) at San Francisco's Herbst Theatre on Friday, January 12<sup>th</sup>. Each week leading up the third Monday in January people of every age, background and walk of life experience [free festivals, events, and service opportunities](#) in honor of Dr. King. For those that wish to experience an inspirational virtual event, last year’s *Freedom, Justice, and Beloved Community: A Celebration of Dr. Martin Luther King Jr.* symposium is now [available for online viewing](#).

More than 1 billion people across the world will also celebrate the start of the Lunar New Year. Known also as Chinese New Year, Vietnam's Tết Nguyên Đán or South Korea's Seollal, it's a time for families to gather for big feasts; it's also a chance for people to put the past behind them and look forward to a fresh start. The fun commences in early January with an array of engaging activities hosted by the [SF Asian Art Museum](#) that spotlight the rich heritage and customs associated with the annual celebration. Highlights of the season include the return of *Drumbeats, Heartbeats: Communities as One* on February 16. Presented in partnership with the San Francisco Human Rights Commission, this year’s celebration of Black History Month and Lunar New Year features a variety of music and spoken word performances that highlight the colorful traditions and symbolism honoring the year of the Dragon.

## **MENTAL HEALTH FORUM REPORT (attachment)**

At the February 9<sup>th</sup>, 2023 Health Service Board Meeting SFHSS Staff and Aon’s Mental Health Subject Matter Expert Elise presented the [SFHSS Mental Health Forum Update presentation](#) on the first SFHSS sponsored Mental Health Forum. The final narrative report is attached and ready for your review. You will hear in today’s update on the SFHSS Strategic Plan, the key themes, and continue to inform the work undertaken by staff.

## **ADVANCED PRIMARY CARE PROJECT**

San Francisco Health Service System began exploring methods to advance the practice of primary care in 2019. At that time there were several models for primary care practices to consider. These models had various degrees of success and importantly recognized that primary care services were under-reimbursed in both capitated and fee-for-service payment models. Since that time, research has shown that investment in primary care reduces the total cost of care. More information from the [California Health Care Foundation paper on Investing in Primary Care: Why it Matters for Californians with Medi-Cal Coverage](#).

Building on our ACO partnership SFHSS, engaged with Brown and Toland, Altas and Blue Shield of California, and recently formally engaged Purchaser Business Group on Health (PBGH) National Primary Care Payment Reform working group to provide input and appreciate

the key service components that are being folded into several primary care practices. BSC Project Management has laid out the timeline that is presented in today's strategic plan update. We are meeting regularly to monitor the ongoing evolution, and to understand the learning cycles that contribute to building the structure that ensures sustainability as the model evolves.

Dovetailing with the Advanced Primary Care initiatives, SFHSS as a member of the Department of Managed Healthcare (DMHC) Health Equity and Quality Committee and the Integrated Healthcare Association (IHA) Board of Directors, our participation helps build consensus around outcome measures that address health equity as well as alignment of other key performance measures with other state and national benchmarking authorities.

### **STATEMENT BY BLUE SHIELD OF CALIFORNIA AND PURCHASERS BUSINESS GROUP ON HEALTH**

Purchaser Business Group on Health (PBGH) has worked with its members, and other stakeholders, in developing a set of clinical and service parameters to define a standard of advanced primary care that purchasers want to be able to access for their employees and their families. Through the PBGH Care Excellence Program, PBGH is now evaluating clinics against those measures and standards to ensure employers and purchasers can identify advanced primary care practices of assured quality.

Together, Blue Shield of California, Altas, and Brown and Toland Physicians are building on the PBGH Care Excellence Program measures to further elevate the standard for primary care delivery and specialty care referral by providing enhancements within each of the measured domains. Blue Shield will be leveraging previous Health Transformation pilot and payment model learnings alongside Health Innovation Technology, Behavioral Health, and Pharmacy Reimagined to create a care delivery model for the future.

### **DATA BREACH INFORMATION**

SFHSS partners with the San Francisco Department of Technology Cyber Security team to develop and implement best practices and training to protect data housed at SFHSS. SFHSS also has policies and procedures in place to address data breaches.

SFHSS does not maintain a publicly accessible list of breaches. This is because threat actors can use that same information to perpetuate fraud and because it sets up an unrealistic expectation that we will always have the information.

Our Enterprise, Analytics, and Systems team has developed an internal listing of reported breaches available to Member Services in Salesforce so that if a member contacts us, we can advise whether the notification a member receives aligns with the information provided to us.

Our Enterprise, Analytics, and Systems team has also created an external communication webpage focused on empowering our members. The [Data Breaches: Guidance for SFHSS Members and their Families webpage](#) will go live the week of January 8<sup>th</sup>.

To date, breaches that we have been made aware of are NOT stemming from SFHSS or our vendor partners. They have to date stemmed from 3rd or 4th party vendors.

### **HEALTHCARE AFFORDABILITY BOARD**

**Next Meeting: January 24, 2024**

The Health Care Affordability Board is a decision-making body charged with setting statewide and sector-specific spending targets, appointing a Health Care Affordability Advisory Committee, and approving key benchmarks, such as for alternative payment model adoption and the share of spending dedicated to primary care and behavioral health, among other responsibilities. Board members may not receive compensation from healthcare entities.

### **HEALTHCARE AFFORDABILITY BOARD ADVISORY COMMITTEE**

**Next Meeting: January 23, 2024**

### **INTEGRATED HEALTHCARE ASSOCIATION**

**Next Meeting: March 27, 2024**

### **GAG CLAUSE PROHIBITION ATTESTATION: THE CONSOLIDATED APPROPRIATIONS ACT (CAA)**

The Consolidated Appropriations Act, of 2021 (CAA) established protections for consumers related to surprise billing and transparency in health care. Under the guidance of the City Attorney's office, SFHSS has worked diligently with its vendors to ensure compliance with the CAA. This includes the Gag Clause Prohibition Attestation:

- Effective December 27, 2020, the Consolidated Appropriations Act, 2021 (CAA, 2021) prohibits group health plans from entering into contracts containing "gag clauses". Gag-clauses are defined as any contractual term within an agreement with a provider, network of providers, or entity offering access to a network of providers that directly or indirectly restrict the plan's ability to make specific data and information available to another party. Specifically, this includes restrictions on disclosing provider-specific cost or quality-of-care information, restrictions on electronic access to de-identified participant and beneficiary claim information (consistent with applicable privacy protections), and restrictions on sharing these types of data or information. Examples of gag clauses include a provision in a TPA agreement that restricts disclosure of provider rates because they are considered proprietary, or one that only allows access to provider-specific cost and quality-of-care information at the TPA's discretion.
- By December 31, 2023, plan sponsors must submit to CMS their first annual attestation of compliance with the gag clause prohibition on behalf of their group health plans. The law requires certain plans and issuers to submit an attestation of compliance to the Departments of Health & Human Services, Labor, and the Treasury on an annual basis.
- The purpose of the attestation is to confirm that vendors will either complete the Gag Clause Prohibition Compliance Attestation (GCPCA) as required under section 201 of Title II (Transparency) of Division BB of the CAA on behalf of SFHSS or will attest to the plan sponsor that they comply with the GCPCA and put the onus on the plan sponsor to do the attestation while giving them the needed information to make an accurate attestation.

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- It was determined that SFHSS was responsible for submitting the attestation on behalf of their medical plans.
- For the group health plan sponsor to attest to CMS that there are no gag clauses in its contracts, the group health plan sponsor must have statements and/or certifications from its vendors that there are no gag clauses in the vendors' contracts. SFHSS has collected this documentation from all its vendors and will retain that documentation in case of an audit or dispute.
- SFHSS completed and submitted the CMS attestation on Monday, December 18, 2023, meeting the deadline for 2023.

**SAN FRANCISCO HEALTH SERVICE SYSTEM  
DIVISION REPORTS: JANUARY 2024**

**HUMAN RESOURCES:**

**Recruitments:**

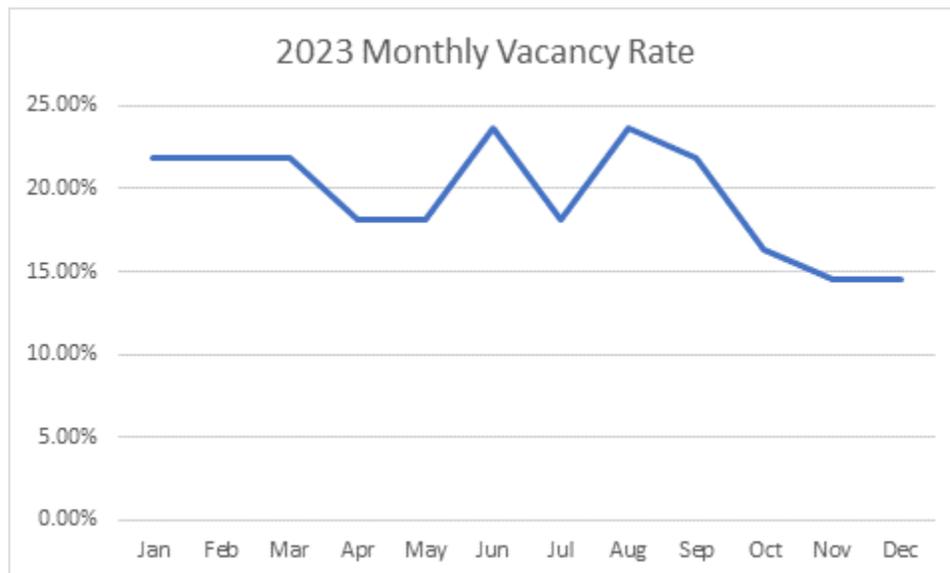
- 1209 Benefits Technician – Eligible list adopted on 12/15/2023.
- 1210 Benefit Analyst – Eligible list adopted on 12/19/2023.
- 1813 Sr. Benefits Analyst – Exam rating in progress.
- 1814 Benefits Supervisor – Oral exam to be scheduled for 1/5/2024.
- 2595 Sr. EAP Counselor – New recruitment ob announcement Posted

**Turnover Rate by November:**

- 2022 Average: 28.40
- 2023 Average: 20.34

**2023 Monthly Vacancy Rate:**

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
21.82%	21.82%	21.82%	18.18%	18.18%	23.64%	18.18%	23.64%	21.82%	16.36%	14.55%	14.55%



# SAN FRANCISCO HEALTH SERVICE SYSTEM

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## OPERATIONS:

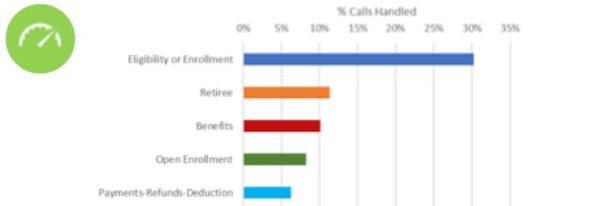
### Operations Dashboard for the Month of December 2023

#### Call Center Support

##### Call Volume



##### Call Drivers Metrics



##### Average Wait Time\*

Goal: <180 secs



##### Abandonment Rate\*

Goal: <10%



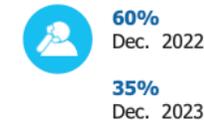
##### Average Length of Call\*

Goal: <10 min



##### First Contact Resolution\*\*

Goal: >75%



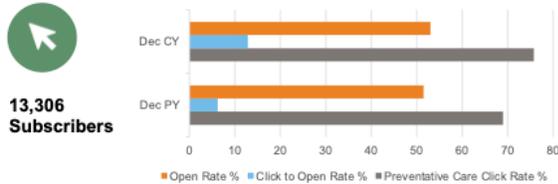
\*HSS only data. \*\*HSS and VSA combined data.

### Operations Dashboard for the Month of December 2023

#### Member Engagement

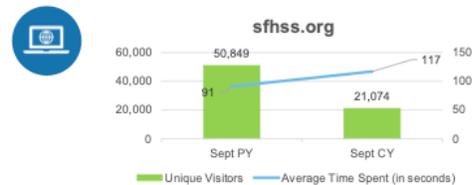
##### eNews Engagement

Goal: >50% Subscribers and 50% Open Rate



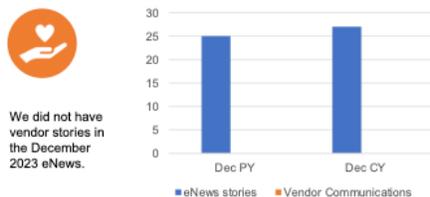
##### SFHSS Website Engagement

Goal: >100 seconds



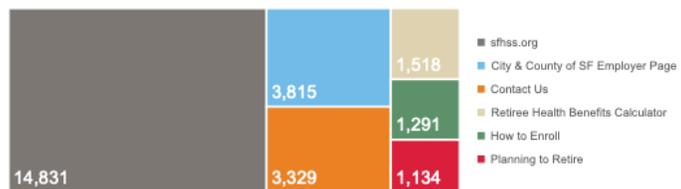
##### Preventive Care Communications

Goal: >25



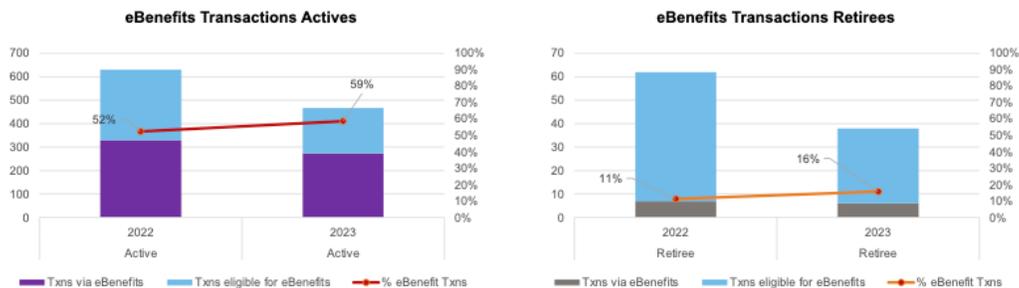
##### Top Visited Pages on sfhss.org

Goal: Move Contact Us out of Top 5



**Operations Dashboard for the Month of December 2023**

**Transactions**



**ENTERPRISE SYSTEM AND ANALYTICS:**

- Completed calendar year-end activities including W-2 Box 12DD reporting, 1099 reporting, and year-end adjustments.
- Completed programming and development to collect Race and Ethnicity data as required by CMS.
- Provided data in support of Other Post Employment Benefits audits for the Superior Court and San Francisco Unified School District.

**FINANCE AND BUDGET:**

- Budget – completed planning for FYE 25-26 budget and completed new on-line process for manager review and input
- Validation testing for detailed rate calculation SQL project

**CONTRACTS:**

- Executed memorandum of understanding (MOU) for the Advanced Primary Care (APC) initiative collaboration with Blue Shield of California.
- Executed first amendment to the 2023 agreement between SFHSS and Blue Shield of California (MCO tax savings).
- Released the Medicare (MAPD PPO) RFP for the 2025 plan year.
- Executed third amendment to the 2020 agreement with The Hartford (Life and LTD).
- Executed second amendment to the 2020 agreement with VSP (Vision benefits).
- Executed agreement with YMCA of San Francisco (Diabetes Prevention Program).
- Executed Business Associate Agreement (BAA) with VIA (support for Superior Court actuarial services).

**WELL-BEING: (see attachment)**

- Closed out the Well-Being Survey with over 5,700 responses.
- In partnership with Kaiser Permanente, piloted two new Mental Health First Aid training tracks. One training course for Public Safety was provided to SFPD with 17 attending on 12/11 and another for Fire and EMS to SFFD with 27 attending on 12/13. Feedback provided from these two departments and SFHSS will enhance the existing training for first responders and will be added to a part of Kaiser Permanente's service offerings for their clients.
- Executed 28 Q2'FY23-24 Well-Being@Work check-in meetings with city departments.
- In partnership with SFHSS Contracts, executed three vendor presentations and two focus groups of panelists containing City and County of SF retirees, in support of a future RFP to potentially seek out programs and/or services related to healthy aging for our retiree population.
- Started the transition from Penelope to EAP expert, the new EAP case management software program.

**Attachments:**

- Black Out Notice
- 2022 Mental Health Forum Report
- Well-Being Slides

**MEMORANDUM**

**DATE:** November 9, 2023  
**TO:** Randy Scott President, and Members of the Health Service Board  
**FROM:** Abbie Yant, RN, MA Executive Director SFHSS  
**RE:** Black-Out Period Notice, November 9, 2023 through June 2024

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This memorandum shall serve as the Black-Out Period notification to the Health Service Board (“Board”) that will begin today, November 9, 2023, and extend through both:

- the completion of the San Francisco Health Service System (“SFHSS”) formal request for proposal for a Medicare Advantage PPO plan for the 2025 plan year (“2025 MA PPO RFP”) and the presentation of the results of the 2025 MA PPO RFP to the Board, and
- the completion of the SFHSS Annual Rates and Benefits process for the 2025 plan year.

During this time, Board members are prohibited from unauthorized communications and other prohibited activities in connection with the 2025 MA PPO RFP and the SFHSS Annual Rates and Benefits process for the 2025 plan year.

Pursuant to the Board’s Service Provider Selection Policy, the Board must be notified of the start of this Black-Out Period prior to the release of any solicitation for the selection of a primary service provider, as well as prior to the beginning of the annual SFHSS Rates and Benefits process. Such notice is given.

During this Black-Out Period, Board members are prohibited from any communications or activities, with current or potential future service providers, or their representatives, agents or officers, on matters relating to SFHSS competitive bid processes for the selection of the primary service provider for medical plans, including, but not limited to the 2025 MA PPO RFP (collectively, “Unauthorized RFP Communications and Other Prohibited Activities”), except for communications related to SFHSS matters occurring during public meetings of the Board, the Board of Supervisors, or committees thereof.

Unauthorized RFP Communications and Other Prohibited Activities include communications and activities prohibited by state and local laws related to conflicts of interest, including Section 15.103 of the City's Charter, Article III (Conduct of Government Officials and Employees), Chapter 2 (Conflict of Interest and Other Prohibited Activities) of City’s Campaign and Governmental Conduct Code, Section 1.126 of the San Francisco Campaign and Governmental Conduct Code (Campaign Reform Ordinance), and Section 87100 *et seq.* and Section 1090 *et seq.* of the Government Code of the State of California.

Communications and activities include face-to-face conversations, conversations through one or more third parties or intermediaries, telephone conversations, emails, text messages, letters, faxes, or any other social media, written or electronic communications.

Any communications with current or potential future service providers for reasons unrelated to SFHSS during this period must be immediately disclosed in writing to the Executive Director and the Board.

**CC:** Members, Health Service Board  
Members, San Francisco Board of Supervisors  
Jennifer Donnellan, City Attorney

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# 2022 Mental Health Forum Report

San Francisco Health Service System

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**SAN FRANCISCO  
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# Contents

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- Executive Summary ..... 2
  - Objectives ..... 2
  - Process ..... 2
  - Findings..... 2
  - SFHSS Commitments ..... 2
- Introduction..... 3
- Mental Health and Well-Being Initiatives ..... 4
- Mental Health Forum Overview ..... 5
  - Approach & Design ..... 5
- Mental Health Forum Analysis & Findings ..... 9
  - Analysis ..... 9
  - Mapping the Ecosystem..... 9
  - Key Themes ..... 10
  - Recommendations ..... 10
- Conclusion..... 12
  - SFHSS Commitments ..... 12
- Acknowledgments ..... 13
- San Francisco Health Service System (SFHSS) ..... 13
- Appendix ..... 14
  - Appendix A: Mental Health Forum Timeline ..... 14
  - Appendix B: Journey Mapping Process ..... 15
  - Appendix C: Persona Development..... 16

# Executive Summary

In addition to leading with equity, supporting mental health and well-being are key strategies of the San Francisco Health Service System's (SFHSS) 2023-2025 Strategic Plan. Reducing stigma and addressing barriers to care in partnership with key stakeholders, SFHSS aims to provide easily accessible pathways to mental health and substance use disorder services. SFHSS has taken several actions in support of these goals and objectives including a Mental Health Forum held in December 2022. SFHSS organized the forum to discuss how to support alignment around clear pathways to navigating mental health and well-being resources and services.

## Objectives

The purpose of the forum was to bring stakeholders together to understand the current state of mental health and well-being support for members, collaborate on mapping the journey to care for six, SFHSS-specific personas, and craft the ideal future for how SFHSS and its stakeholders and vendor partners support a broad array of care and programs to its members.

### Process

SFHSS worked with its consultant, Aon, to develop the agenda and activities for the day. Aon also assisted in facilitating the event. Attendees included City & County of San Francisco department heads, health plans, vendors, and thought leaders along with a graphic artist. SFHSS coordinated the day in three sections:

- ▶ **Current member state:** presentations by health plans on care paths, for adolescents, substance use, eating disorders, LGBTQIA+ and first responders
- ▶ **Current member experience:** using the personas, small-group discussions focused on understanding member needs before, during, and after treatment
- ▶ **Future member state:** group discussion on opportunities identified in small-group discussions

### Findings

At the conclusion of the forum, several areas of opportunity were identified as outlined below. SFHSS is collaborating with stakeholders and its health plan partners to address these opportunities.

- ▶ **Entry points to care:** resources vary by department and individual needs, making navigation difficult
- ▶ **Culture of caring:** there is a need to demonstrate a culture of caring, normalizing members to ask for help or support
- ▶ **Peer support:** current peer support opportunities are unique and only available within a few departments
- ▶ **Ongoing education:** current approach to mental health and well-being is reactive, there is a need for ongoing education on resources available including at open enrollment or new hire orientation

## SFHSS Commitments

SFHSS, in collaboration with the Department of Human Resources (DHR), internal department heads, health plans, and vendor partners, will develop timelines and prioritize each recommendation. While the forum results and recommendations will not fix gaps in the mental health care delivery system, they will serve as a catalyst to continue building out efforts identified in the strategic plan. They also equip SFHSS and their partners with the lens to think holistically and with an upstream approach when addressing mental health.

# Introduction

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Supporting mental health and well-being is one key strategy outlined in the San Francisco Health Service System's (SFHSS) 2023-2025 Strategic Plan. Reducing stigma and addressing barriers to care in partnership with key stakeholders.

SFHSS has taken several actions in support of these goals and objectives:

- ▶ Implemented an external 24/7 Employee Assistance Program (EAP) and a wellness app for first responders
- ▶ Launched an annual mental health awareness campaign
- ▶ Created a formalized Bridge to Care program in partnership with the Department of Human Resources (DHR)
- ▶ Expanded health plan mental health and well-being offerings to include digital mental health programs and resources

As part of broader efforts to address mental health, SFHSS wanted to better understand the current state of mental health resources for its members and collaborate with stakeholders to develop an ideal future state, specific to SFHSS membership. SFHSS accomplished this through the Mental Health Forum held in December 2022. The forum provided a setting in which participants could discuss how to support alignment around clear pathways to navigating mental health and well-being resources and services. This report outlines the aims and goals of the forum and reflects SFHSS' commitment to support the mental health and well-being of membership.

## STRATEGIC GOALS

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Foster **equity** through intentional organizational culture, accessibility, inclusion, and belonging.



Advance **primary care practice** and member engagement to ensure the right care, at the right time and place.



Provide **affordable and sustainable** healthcare and high-quality well-being services through value-driven decisions and program design.



Support the **mental health and well-being** of our membership by reducing stigma and addressing barriers to care in partnership with key stakeholders.



**Optimize service** to maintain and advance exceptional member engagement.

*Image: SFHSS Strategic Goals*

# Mental Health and Well-Being Initiatives

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Mental health and well-being have been a priority for SFHSS and were further highlighted by the COVID-19 pandemic, which shed light nationwide on the need for mental health and substance abuse services. SFHSS recognizes that there are more resources needed to fill in gaps around meeting member needs and has recommitted its aim to support member mental health and well-being.

The timeline below outlines SFHSS initiatives and developments related to expanding mental health services and resources for members, prior to and including the Mental Health Forum which is the focus of this report.

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<b>March 2020</b>	<ul style="list-style-type: none"><li>▶ Remote Workforce &amp; Disaster Service Worker Deployment</li><li>▶ Citywide EAP expansion proposal</li></ul>
<b>April 2020</b>	<ul style="list-style-type: none"><li>▶ Executed contract with ComPsych for 24/7 EAP services for all City workers</li></ul>
<b>May 2020</b>	<ul style="list-style-type: none"><li>▶ Launched Cordico, a customized wellness app for City first responders (current employees and retirees)</li></ul>
<b>May 2021</b>	<ul style="list-style-type: none"><li>▶ Shared new member Mental Health resources/support available to the Health Service Board</li><li>▶ Launched annual Mental Health Awareness campaign</li></ul>
<b>October 2021</b>	<ul style="list-style-type: none"><li>▶ Board of Supervisors Mental Health Presentation / Public Hearings</li><li>▶ Created a formalized Bridge to Care program in partnership with DHR — Workers' Comp Division</li></ul>
<b>March 2022</b>	<ul style="list-style-type: none"><li>▶ Mental Health and Well-Being elevated in Strategic Plan Environmental Scan Analysis</li></ul>
<b>April 2022</b>	<ul style="list-style-type: none"><li>▶ Expanded EAP services for City first responders through a contract with Managed Health Network (MHN)</li></ul>
<b>November 2022</b>	<ul style="list-style-type: none"><li>▶ 2023-2025 Strategic Plan approved with Mental Health as a Strategic Goal</li></ul>
<b>December 2022</b>	<ul style="list-style-type: none"><li>▶ SFHSS and Aon hosted inaugural Mental Health Forum at Lighthouse for the Blind and Visually Impaired</li></ul>

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# Mental Health Forum Overview

SFHSS partnered with Aon from August to December 2022 to develop a creative way to collaborate with SFHSS' stakeholders in identifying the future state of mental health and well-being support for its members. SFHSS identified a forum-style meeting to be the best approach to reviewing current state and engaging with stakeholders to identify opportunities and solutions. SFHSS has identified key findings and is currently developing an action plan to address these findings.

## Approach & Design



### Preparation

- ▶ Created six personas to represent the diverse membership within SFHSS, with a range of mental health and well-being needs
- ▶ Invited health plan account managers, thought leaders, and clinicians as well as external vendors, key department heads, and SFHSS leadership



### Forum

- ▶ Recognized current state of mental health and well-being benefits and resources available to members
- ▶ Engaged fifty attendees in a journey mapping exercise using the personas, in which they identified actions, thoughts, and emotions experienced by the member before, during, and after their interaction with the mental health ecosystem
- ▶ Facilitated large group sharing in which each small group presented their persona experience and received feedback on additional opportunities for each persona
- ▶ Named opportunities and solutions based on identified gaps in the persona journey map



### Post-Forum

- ▶ Analyzed completed journey maps to identify common themes, forming initial recommendations
- ▶ Meeting with internal departments and vendors to form recommendations into actionable steps

*Image: Overview of the Approach & Design — SFHSS Mental Health Forum*

## FORUM OUTCOMES

- ▶ Design and influence the delivery of services to meet the unique and evolving needs of SFHSS' membership as a reflection of its rich diversity.
- ▶ Collectively identify strengths and opportunities in SFHSS' well-being and clinical care delivery services to support all stages of the mental health continuum.
- ▶ Create a Member Journey Map to better understand the actions, thoughts, emotions, and access points that appear as members navigate the mental health ecosystem.
- ▶ Challenge attendees to build equitable and accessible pathways.
- ▶ Target healthcare system transformation through vendor partners and in partnership with SFHSS membership, health plans, and key stakeholders.



## Preparation

### Persona Development

As part of the process, SFHSS and Aon created personas intending to represent SFHSS’ diverse membership, across the entire spectrum of mental health, while reflecting the varying jobs and demographic makeup of the member population. They also illustrate that individuals who fall under the same quadrant can vary from each other in terms of symptoms and manifestations of mental health.

Using the Mental Health Continuum developed by Corey Keyes<sup>1</sup>, SFHSS mapped the personas within one of the following four quadrants:

- ▶ **Well** — Low or no mental illness and flourishing. Individuals who are Well experience positive emotions, psychological functioning, and social functioning most of the time.
- ▶ **Becoming Unwell** — Low or no mental illness and languishing. Individuals who are Becoming Unwell may feel a lack of motivation and feel tired and exhausted on a constant basis.
- ▶ **Recovering** — Mental illness and flourishing. Recovering can encompass people who have learned to manage psychiatric symptoms and have established strong levels of social support, self-esteem, and self-efficacy that can coexist alongside their mental illness.
- ▶ **Unwell** — Mental illness and languishing. Those who are Unwell will experience low levels of satisfaction and psychological functioning, as well as mental illness symptoms.

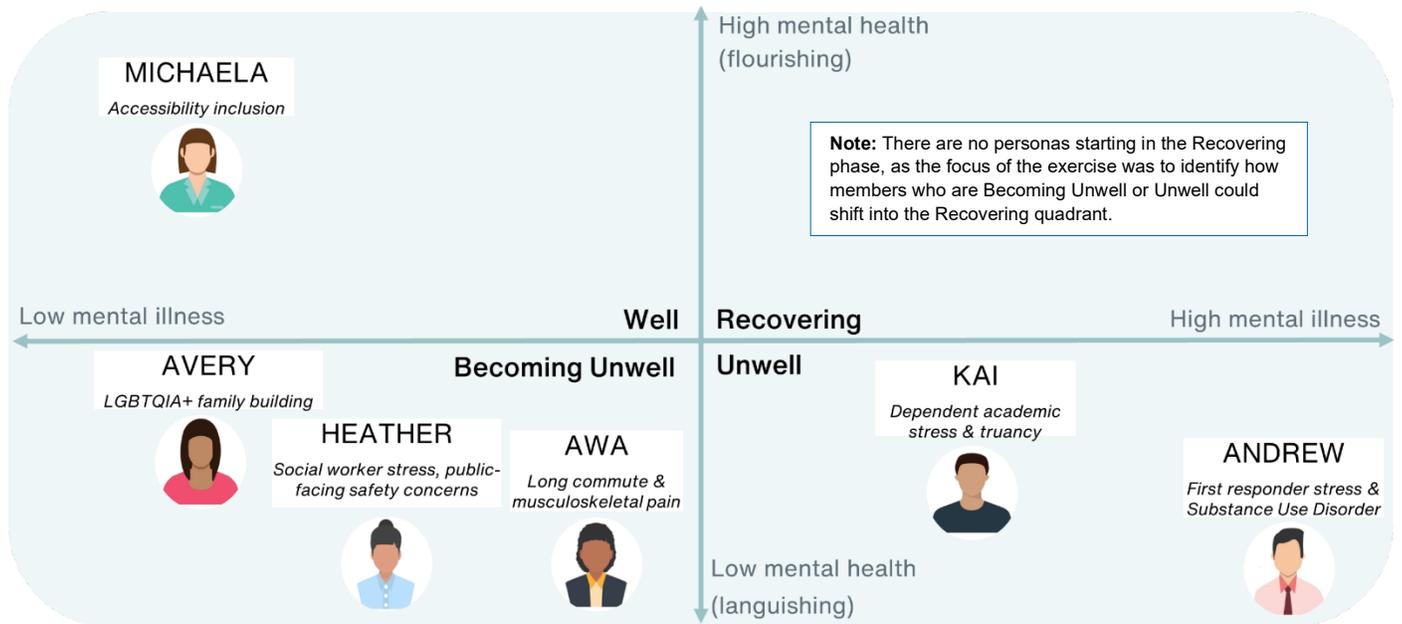


Image: Personas Across the Mental Health and Well-Being Spectrum

NOTE: SFHSS Personas and Descriptions (fictional characters, not based on actual persons)

1 Keyes CLM. The mental health continuum: from languishing to flourishing in life. *Journal of Health and Social Behavior*. 2002;43:207–222

## Participants

SFHSS invited participation from a variety of stakeholders, including the City & County of San Francisco, the San Francisco Unified School District, health plans, and thought leaders to ensure diversity in thoughts and opinions. A full list of participants is in the Appendix.

## Forum

On the day of the forum, participants were welcomed at San Francisco’s LightHouse for the Blind and Visually Impaired, another city entity that highly values accessibility and inclusion. SFHSS organized three parts: review the current state of mental health and well-being resources for members, discuss the current member experience by exploring the journey of care through the six personas, and collaborate on the ideal future member state opportunities and solutions with the full group.

SFHSS commissioned graphic artist Alece Birnbach to create three murals of live art, developing a tangible visual output that summarized the forum. Participants were able to view Alece’s artwork throughout the creation process and viewed the finished work at the end of the day.

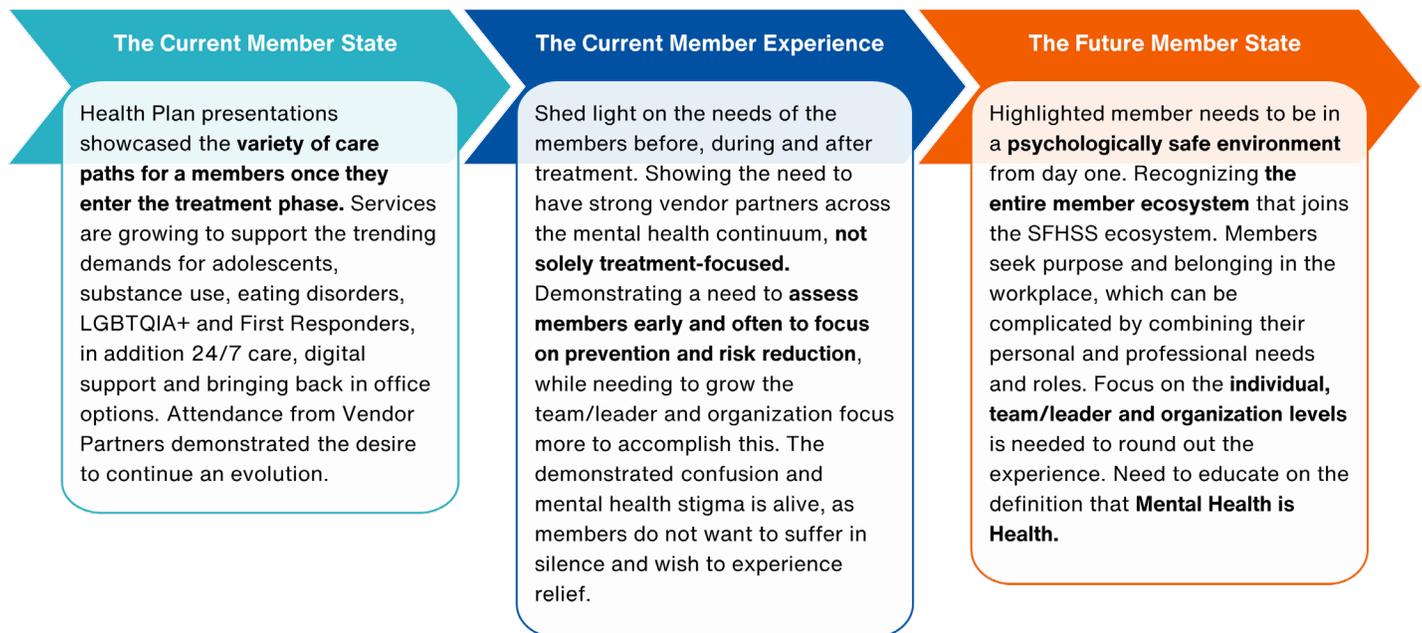


Image: Summary of the Three Parts of the Mental Health Forum



## Post-Forum

At the conclusion of the forum, SFHSS invited participants to complete a post-event survey. Twenty attendees (40%) completed the survey, with most respondents agreeing that the mental health forum successfully achieved each intended outcome. Participants provided positive feedback regarding forum activities with a) the use of personas, b) presenting and identifying solutions and partners, and c) the future member state discussion having the largest impact.

### **San Francisco LightHouse for the Blind**

Founded in 1902, San Francisco's LightHouse for the Blind and Visually Impaired promotes the independence, equality and self-reliance of people who are blind or have low vision.  
<https://lighthouse-sf.org/>

# Mental Health Forum Analysis & Findings

## Analysis

The forum expanded the scope of mental health and well-being, broadening perspectives around the employer’s role in a member’s journey. While it is important to focus on the entire member and the need for clinical services, there are many opportunities to enhance resources available to members at the department and leadership, organizational, and vendor partner levels.

## Mapping the Ecosystem

As a part of the preparation and conclusion of the forum, SFHSS wanted to take inventory on mental health and well-being support resources from within SFHSS and more broadly within the member’s community. By mapping these resources, SFHSS identified its ecosystem (available resources and how they connect) to help members with preventive care, taking proactive steps to reduce stress and increasing purpose. When a member is stressed or struggling with their mental health and well-being, having support structures in place for a member to access before the need for treatment arises. In designing these enhancements, it is also important to ensure that SFHSS develops equitable and accessible pathways for all members who make up SFHSS’ diverse workforce and whom all have various lived experiences around health equity and inequity. Members should feel that programs and resources meet their needs, regardless of their background or where their needs may fall on the mental health spectrum of Well to Unwell.

Mapping the ecosystem has also provided insight into the areas of opportunity for SFHSS and its stakeholders and vendor partners. While continued support of the member at work and home as well as ensuring accessibility to treatment is important, the opportunities identified fall in the space between these two bookends. These include vendor partners and SFHSS services, SFHSS as an organization, and City and County of San Francisco departments and leadership. Through education, prevention, awareness, tools, accessibility, and more, SFHSS is committed to supporting members across the entire ecosystem.

## SFHSS Workplace and Member Ecosystem

### Conceptual Layers of the Ecosystem

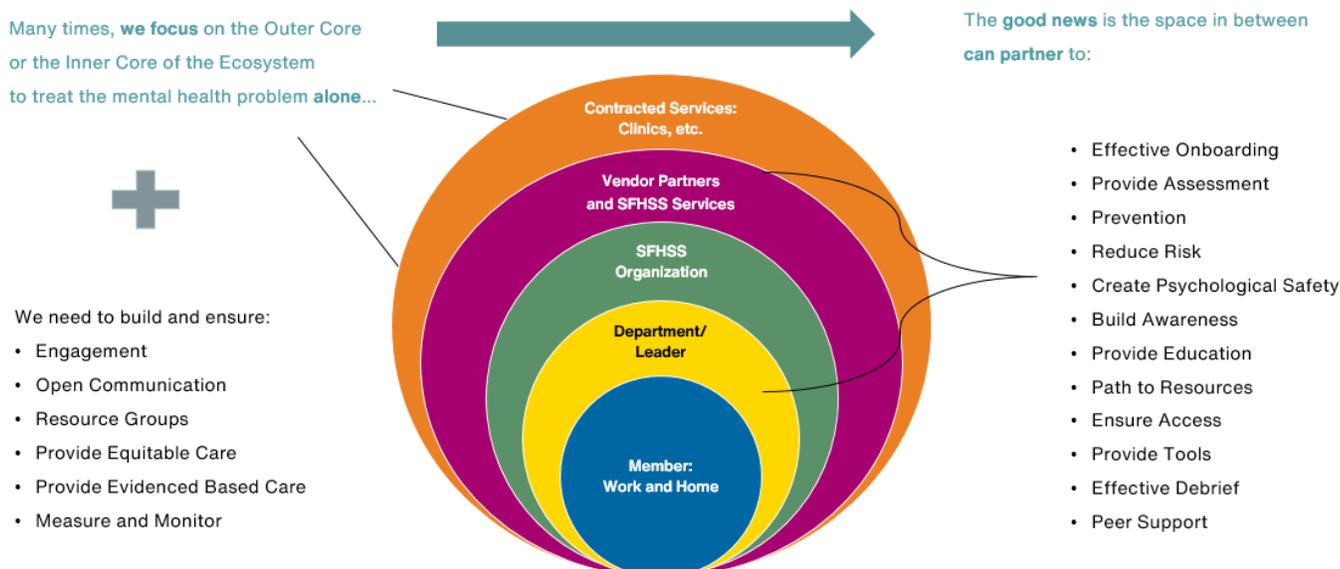


Image: SFHSS Workplace and Member Ecosystem: Conceptual Layers of the Ecosystem

## Key Themes

The use of diverse personas and the effort to engage multiple stakeholders to discuss mental health enabled SFHSS to normalize the need for mental health support in an accessible way. As a result of the persona development and journey mapping, the forum identified four areas of opportunity as follows:

Theme	1	2	3	4
	<b>Entry Points to Care</b> 	<b>Showing and Sharing Vulnerability</b> 	<b>Need for Broader Peer Support</b> 	<b>Ongoing Education</b> 
<b>Description</b>	<ul style="list-style-type: none"> <li>Resources vary by department and individual needs, making navigation difficult</li> <li>Need to ensure that members can find relevant offerings anywhere they fall on the continuum (well, becoming unwell, unwell)</li> </ul>	<ul style="list-style-type: none"> <li>Department Leads noted a need to demonstrate a culture of caring, where asking for help or support is normalized and colleagues or managers can confidently answer this call for support</li> </ul>	<ul style="list-style-type: none"> <li>Peer support opportunities vary greatly by department and are typically confined to that department</li> <li>It may be difficult for diverse individuals to find others with shared experiences within their department</li> </ul>	<ul style="list-style-type: none"> <li>Members take a reactive approach to their benefits/resources</li> <li>While there is an influx of new information during orientation, this tapers off after the probationary period ends</li> </ul>
<b>Data</b>	<ul style="list-style-type: none"> <li>Discussed in 4 out of 6 persona journey maps</li> <li>A key learning in 13 attendee survey responses</li> </ul>	<ul style="list-style-type: none"> <li>Discussed in 5 out of 6 persona journey maps</li> <li>A key learning in 7 attendee survey responses</li> </ul>	<ul style="list-style-type: none"> <li>Discussed in 6 out of 6 persona journey maps</li> <li>A key learning in 6 attendee survey responses</li> </ul>	<ul style="list-style-type: none"> <li>Discussed in 3 out of 6 persona journey maps</li> <li>A key learning in 13 attendee survey responses</li> </ul>

Image: Common Themes and Considerations

## Recommendations

SFHSS used the discussion and feedback from the forum to identify key areas of opportunity to improve members mental health and well-being.

Area of Opportunity	Recommended Future State
<b>Members experience an improved benefits journey that provides equitable pathways</b>	<ul style="list-style-type: none"> <li>▶ Streamline and standardize mental health benefits and open enrollment processes</li> <li>▶ Develop and administer a well-being assessment during open enrollment process</li> <li>▶ Ensure the interconnectedness of mental health benefits systems through warm transfer options</li> </ul>
<b>Member-centric ecosystem engagement through accessible pathways</b>	<ul style="list-style-type: none"> <li>▶ Standardize onboarding and training processes across all departments</li> <li>▶ Enhance levels of purpose and belonging for a member</li> <li>▶ Empower leaders to proactively guide employees to resources</li> <li>▶ Explore and develop Employee Resource Groups (ERGs) for Mental Health</li> </ul>

Area of Opportunity	Recommended Future State
<p><b>Member stakeholders are equipped with information and a touchpoint cadence is developed</b></p>	<ul style="list-style-type: none"> <li>▶ Strategically engage HR leaders and department managers to leverage vendor partners</li> <li>▶ Enhance and expand mental health benefits communications</li> <li>▶ Define, expand, and sustain the well-being champion network</li> </ul>
<p><b>Enhance the vendor subclinical and clinical services through Health Plans and SFHSS Well-Being &amp; Employee Assistance Program</b></p>	<ul style="list-style-type: none"> <li>▶ Ensure mental health benefits are equitable</li> <li>▶ Partner with vendors to develop measurement goals</li> <li>▶ Increase vendor visibility among members</li> <li>▶ Promote Advanced Primary Care</li> </ul>
<p><b>Effectively measure employee health outcomes</b></p>	<ul style="list-style-type: none"> <li>▶ Audit current measurement practices</li> <li>▶ Understand department best practices</li> <li>▶ Standardize the type and frequency of surveys and metrics</li> </ul>

*Images: Mental Health Forum Areas of Opportunity and Recommendations*

## Conclusion

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There is an increased demand for mental health services felt on a national level and among SFHSS member. In addressing mental health, SFHSS recognizes how Race and Social Determinants of Health can affect an individual's ability to access high-quality services in a timely manner. As part of their commitment to lead with equity, this mental health forum aimed to develop equitable pathways for members to access and receive care.

The use of diverse personas and effort to engage multiple stakeholders to discuss mental health demonstrates SFHSS' commitment to normalize the need for mental health support using the no wrong door philosophy. While the creation and delivery of the forum was a key result formed from the Strategic Plan objectives, this forum also helped SFHSS further identify opportunities to enhance their 2023-2025 Strategic Plan to address their membership's needs in a measurable manner.

## SFHSS Commitments

SFHSS, in collaboration with DHR, internal department heads, health plans, and vendor partners, will work to develop a timeline and prioritize the order in which SFHSS will achieve each recommendation.

Furthermore, SFHSS will be tying these recommendations into their 2023-2025 strategic plan. While the forum will not fix mental health, it does serve as a catalyst to continue building out efforts identified in the strategic plan and equips SFHSS and partners with the lens to think holistically and with an upstream approach when addressing mental health.

# Acknowledgments

Thank you to the following departments, vendors, and health plan partners for committing to SFHSS' Mental Health Forum through their attendance, thought leadership, and support of the mental health services and resources available to SFHSS membership:

## City and County of San Francisco departments:

- ▶ San Francisco Department of Human Resources (SFDHR)

## San Francisco Health Service System (SFHSS)

- ▶ San Francisco Municipal Transit Authority (SFMTA)
- ▶ San Francisco Police Department (SFPD)
- ▶ San Francisco Sheriff's Office (SFSO)

## Health plans:

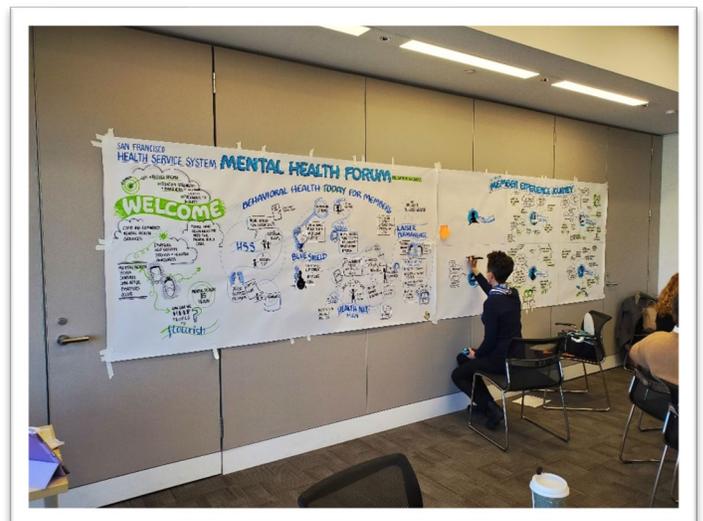
- ▶ Blue Shield California (BSC)
- ▶ Health Net
- ▶ Kaiser Permanente (KP)
- ▶ UnitedHealthcare (UHC)

## Vendors:

- ▶ AbleTo
- ▶ Calm
- ▶ ComPsych
- ▶ CredibleMind
- ▶ Ginger
- ▶ Magellan
- ▶ Optum
- ▶ Uprise

## Thought leaders from non-profits and think tanks:

- ▶ Catalyst for Payment Reform (CPR)
- ▶ Purchaser Business Group on Health (PBGH)



# Appendix

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## Appendix A: Mental Health Forum Timeline

The following timeline outlines key milestones in developing the Mental Health Forum. In support of collaboration, SFHSS engaged city departments, health plans, and vendors throughout the process to ensure the achievement of commitments to enhance mental health services.

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<b>August 2022</b>	<ul style="list-style-type: none"><li>▶ SFHSS engages Aon’s Health Transformation Team to plan Mental Health Forum</li><li>▶ Create an inventory documenting current mental health services offered</li></ul>
<b>September – October 2022</b>	<ul style="list-style-type: none"><li>▶ Develop personas and attendee list</li></ul>
<b>October – November 2022</b>	<ul style="list-style-type: none"><li>▶ Invite all attendees to prep meetings and assign pre-work</li></ul>
<b>November 2022</b>	<ul style="list-style-type: none"><li>▶ Lead facilitators attend journey mapping training</li><li>▶ SFHSS compiled vendor prework into a reference guide for participants</li></ul>
<b>December 2022</b>	<ul style="list-style-type: none"><li>▶ Conduct Mental Health Forum at The Lighthouse</li><li>▶ Send out a post-forum survey to all attendees</li></ul>
<b>January 2023</b>	<ul style="list-style-type: none"><li>▶ Present forum findings and recommendations to collaborative stakeholders</li></ul>
<b>February 2023</b>	<ul style="list-style-type: none"><li>▶ Present findings and recommendations to Health Service Board</li></ul>
<b>March – June 2023</b>	<ul style="list-style-type: none"><li>▶ SFHSS and DHR collaborate to develop actionable commitments</li></ul>

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# Appendix B: Journey Mapping Process

SFHSS collaborated with Aon to design the member journey mapping exercise as a core component of the forum. This exercise applied the concepts of design thinking, a human-centered approach to problem-solving, which aligns with SFHSS' member-centric strategy. Guidelines and a sample of the exercise are included below:

## Journey Mapping Guidelines

1. Draw out the journey that is experienced today by the persona using pictures
2. Identify what **actions** are taken by the member or family member at each step of their journey
3. Note what **thoughts** the member or family member is pondering or saying out loud
4. Determine what positive, neutral, or negative **emotions** are being experienced by the member
5. Consider **areas of opportunity** to improve the experience for each member, and what partner could assist with that idea

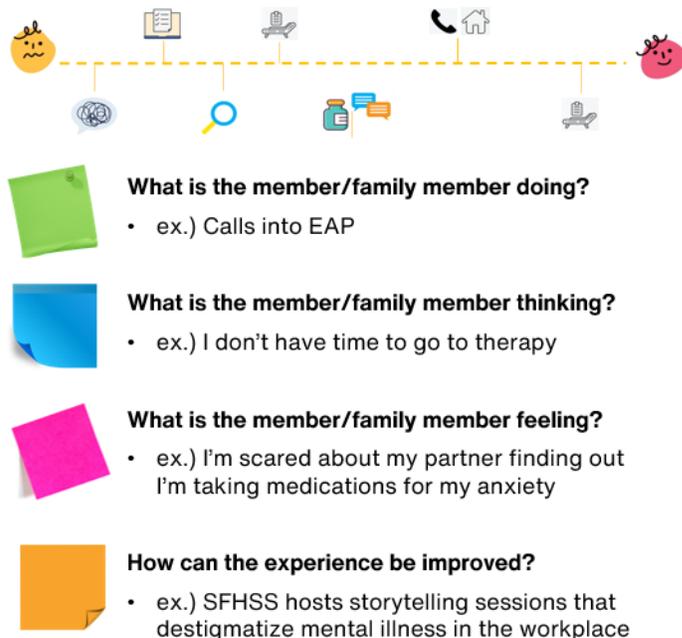


Image: Journey Mapping Guidelines

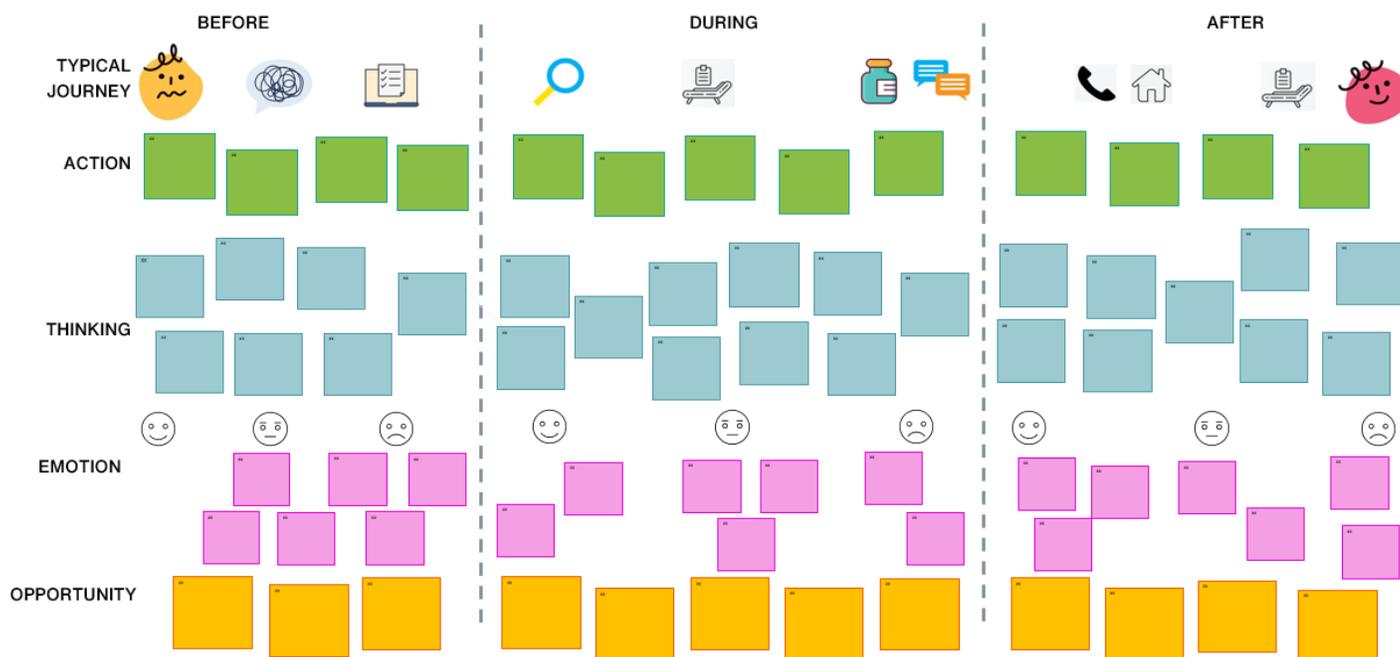


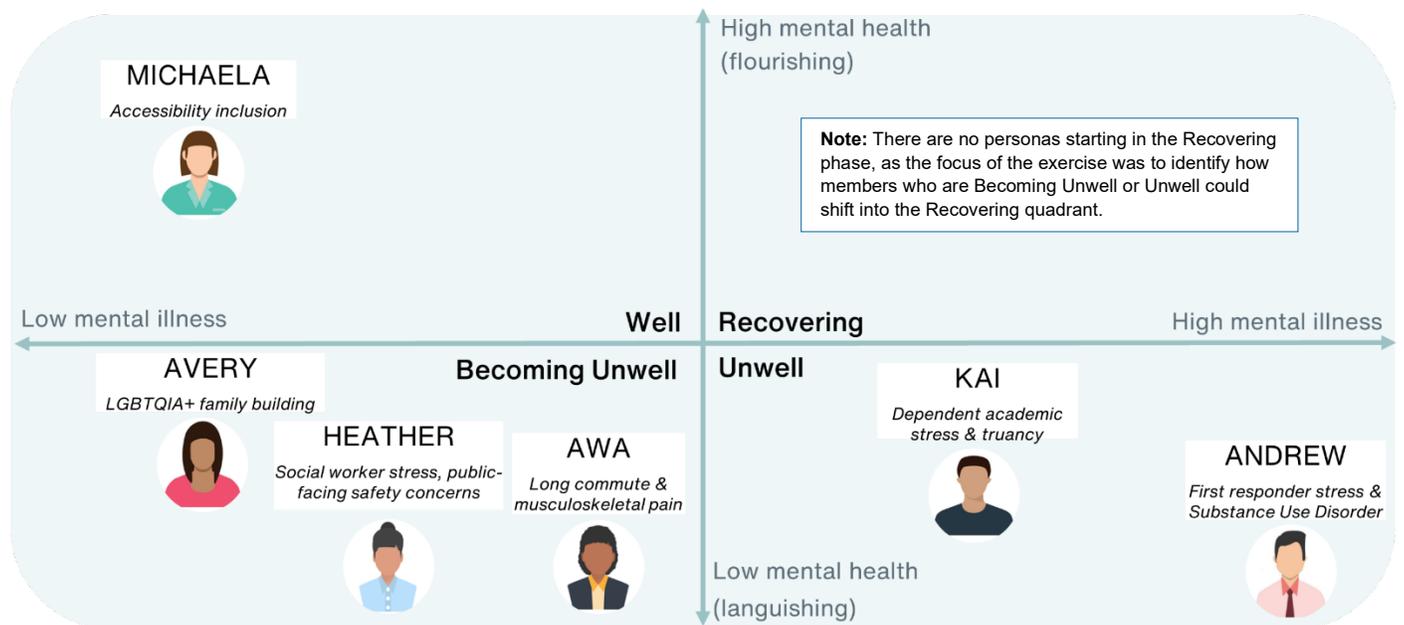
Image: Journey Mapping Example

## Appendix C: Persona Development

As part of the process, SFHSS and Aon created personas intending to represent SFHSS' diverse membership, across the entire spectrum of mental health, while reflecting the varying jobs and demographic makeup of the member population. They also illustrate that individuals who fall under the same quadrant can vary from each other in terms of symptoms and manifestations of mental health.

Using the Mental Health Continuum developed by Corey Keyes<sup>2</sup>, SFHSS mapped the personas within one of the following four quadrants:

- ▶ **Well** — Low or no mental illness and flourishing. Individuals who are Well experience positive emotions, psychological functioning, and social functioning most of the time.
- ▶ **Becoming Unwell** — Low or no mental illness and languishing. Individuals who are Becoming Unwell may feel a lack of motivation and feel tired and exhausted on a constant basis.
- ▶ **Recovering** — Mental illness and flourishing. Recovering can encompass people who have learned to manage psychiatric symptoms and have established strong levels of social support, self-esteem, and self-efficacy that can coexist alongside their mental illness.
- ▶ **Unwell** — Mental illness and languishing. Those who are Unwell will experience low levels of satisfaction and psychological functioning, as well as mental illness symptoms.



<sup>2</sup> Keyes CLM. The mental health continuum: From languishing to flourishing in life. *Journal of Health and Social Behavior*. 2002;43:207–222

Persona	Age	Race	Family	Position	Tenure	Quadrant
Michaela	26	White	Married	Medical Record Technician for SF Department of Public Health	New Hire	<b>Well</b> – Uses a wheelchair. Inclusive environment in her department but accessibility issues with other teams/departments
Awa	50	Somali	Married	Bus Operator	25 years	<b>Becoming Unwell</b> – MSK pain, mild anxiety/depression, frontline worker stress
Heather	44	Dominican	Single	Social Worker for SF HSA	New Hire	<b>Becoming Unwell</b> – Frontline worker stress, compassion fatigue
Kai	16	Half Filipino	Only child, parents are married	Mother is Admin Assistant for Department of Public Works	N/A	<b>Unwell</b> – Academic stressors, truancy, slipping grades
Andrew	28	Chinese	Single	Firefighter for SFFD	4 years	<b>Unwell</b> – First responder stress, BIPOC, social exclusion, cocaine addiction
Avery	32	African American	Husband	Teacher at SFUSD	New Hire	<b>Unwell</b> – LGBTQ+, family building struggles, alcoholism

*NOTE: SFHSS Personas and Descriptions (fictional characters, not based on actual persons)*

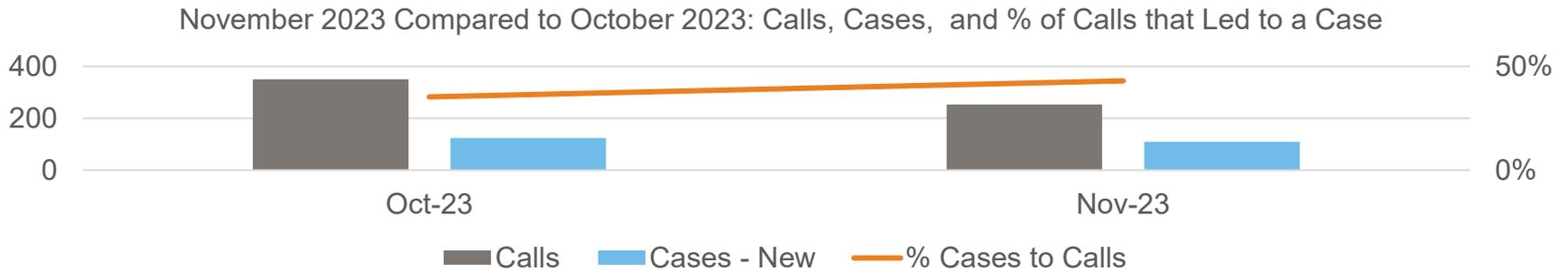
# Well-Being Monthly Report

Health Service Board Meeting January 11, 2024

## Calls/Cases: Internal & External EAP

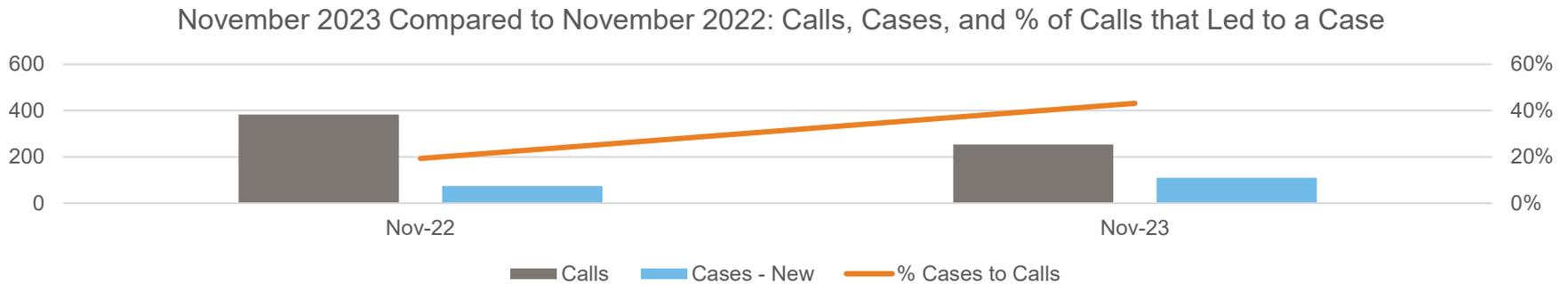
### November 2023 Highlights:

- -12% decrease in cases compared to prior month
- -28% decrease in calls compared to prior month



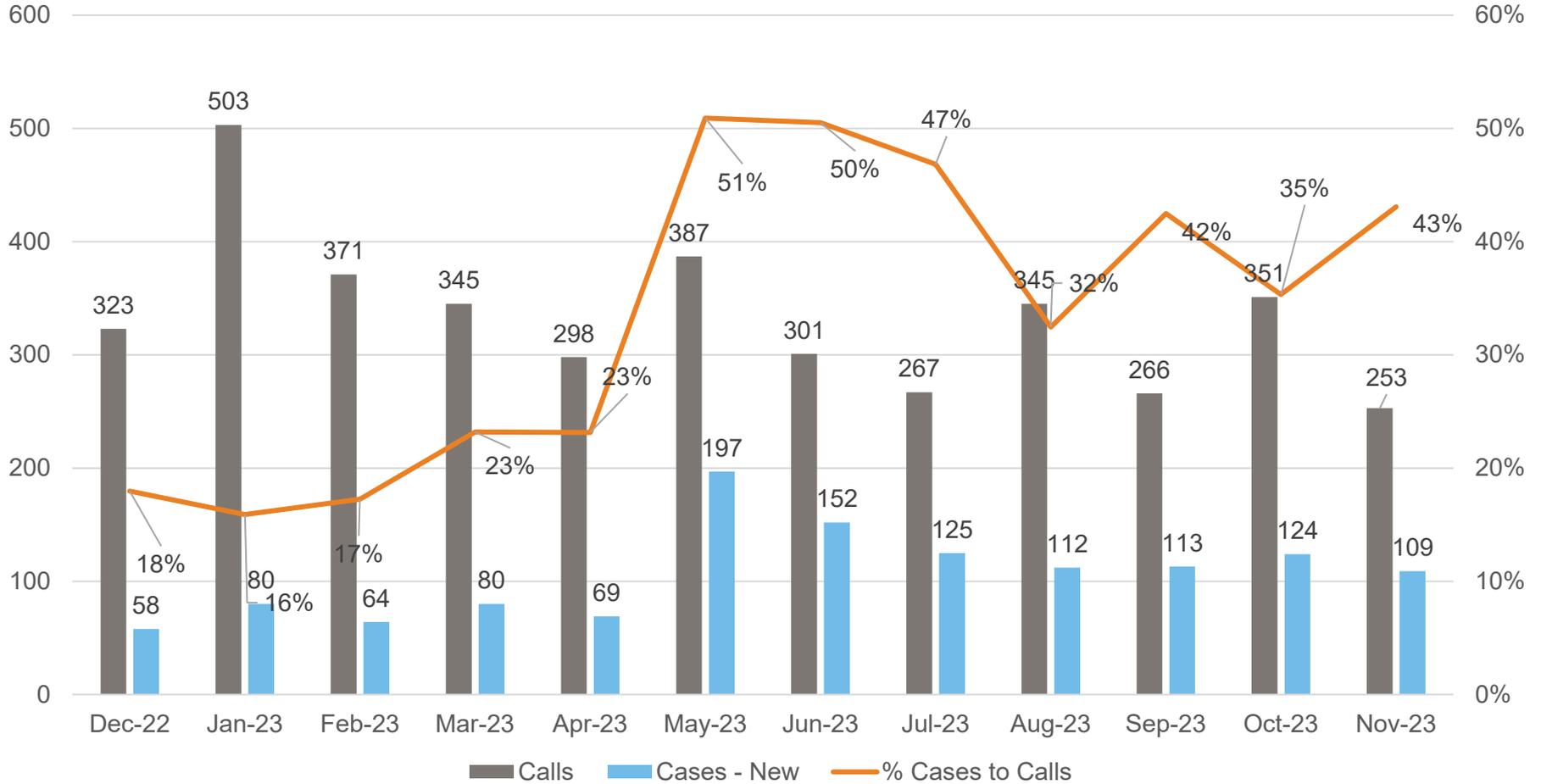
### November Year Over Year Highlights:

- +47% increase in cases compared to same month prior year 2022
- -34% decrease in call volume compared to same month prior year 2022



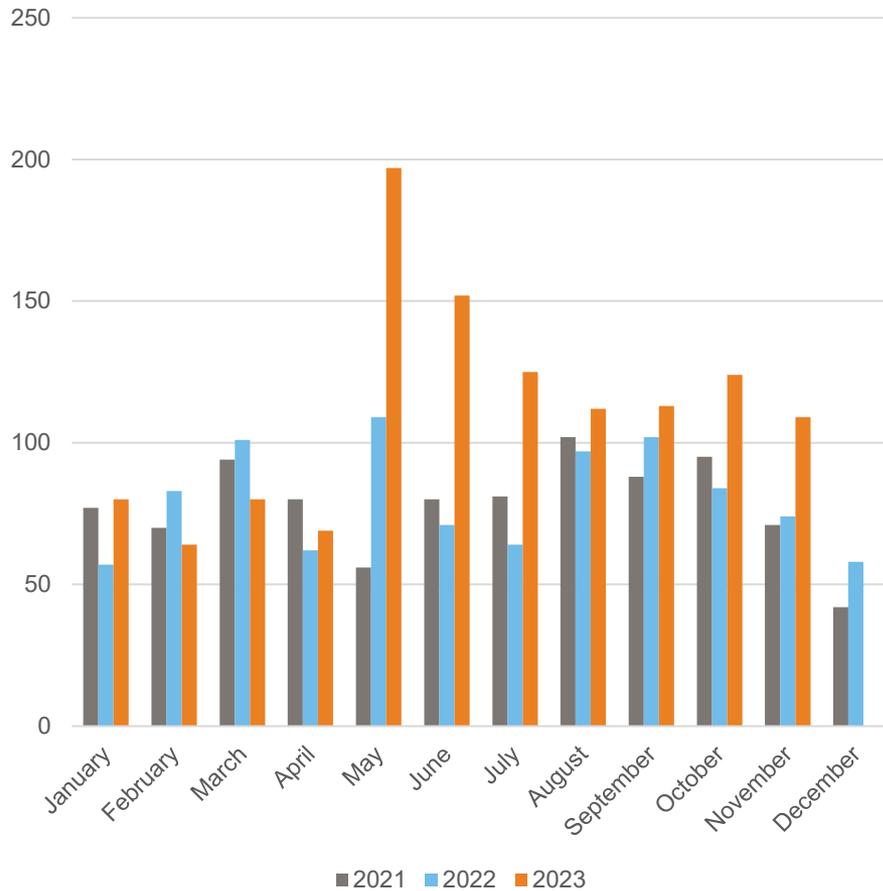
## Calls/Cases: Internal & External EAP

External 24/7 EAP + SFHSS Internal EAP:  
Total Number of Calls, Cases and % Cases Over a 12 Month Period



## SFHSS EAP (Internal and External): Year Over Year

Year Over Year: New Cases



Year Over Year: Call Volume

